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This instruction provides specific guidance and procedures for implementing AFMC Policy Directive (AFMCPD) 500-1, Commander's Policy Directives. It includes guidance on format, timing, and distribution of Commander's Policy Directives. Reference AFI 33-360, Volume 1, Communications and Information - Publications Management Program.

SUMMARY OF REVISIONS

This revision updates the process for developing Commander's Policy directives. It makes optional the previous requirement for each commander's policy to contain a measure, makes optional the previous requirement for a supporting deployment/employment plan or AFMC Instruction, and includes office of primary responsibility (OPR) procedures to rescind 500-series Policy Directives and Instructions (paragraph 6).

1. Introduction. AFMC Commander's Policy Directives are an integral part of the command's operation. Commander's policies are linked to the command mission and support the Air Force vision, mission, goals, and mission essential tasks. To ensure a full understanding of the role of Commander's Policy Directives, writers of commander's policy should become familiar with the AFMCPD 500-series.

   1.1. Commander's Policy Directives contain "what to do" direction. When needed, the OPR provides "how to do" implementing guidance in an AFMC Instruction (AFMCI) or in a deployment/employment plan.

   1.2. AFMC Commander's Policy Directives are different from functional or business area AFMCPDs. Commander's Policy Directives provide broad over-arching direction, with command-wide and multi-functional application. Functionally or business area Chief Operating Officer (COO)

signed AFMCPDs provide direction covering a specific function or business area. See attachment 1 for a description of the various types of policies and instructions.

1.3. If policy execution needs to be tracked, the OPR may incorporate a Performance Measure (operational or cost performance) in the policy.

2. Format. Commander's Policy Directives are no more than two pages in length, limited to four defined paragraphs (one optional), and limited to three optional attachments.

2.1. Format Commander's Policy Directives as follows:

PARAGRAPH	CONTENT
1.	Policy Purpose
2.	Policy Statement
3.	Responsibility
4.	Measurement (optional)
Attachment one	Performance Measurement (optional)
Attachment two	Policy Deployment/Employment Plan (optional)
Attachment three	Terms and Acronyms (optional)

2.2. Policy Purpose. This paragraph specifically states the desired outcome directed by the policy. When possible, the policy purpose should be related to the Air Force vision, mission essential tasks, core competencies, or goals; and/or the command mission, tasks, goals, and objectives. If the policy employment is to be measured, the purpose statement establishes the basis for measurement.

2.3. Policy Statement. This paragraph details what will be done to effect the directed outcome. The policy statement tells "what to do" rather than "how to do," guiding action agencies in selecting appropriate actions.

2.4. Responsibility. Commander's Policy Directives identify who will comply with the policy and the specific actions the policy directs. Further clarification of responsibility may be included in a deployment/employment plan or in an implementing AFMC Instruction.

2.5. Measurement. Measurement may be necessary if the Commander needs to know the impact of policy execution. You may use an existing performance measure or develop a new performance measure to link the policy with action. Relate the measure to the policy purpose, since the measure is usually the degree to which the policy purpose is achieved. Describe how the measure is to be used, who acts on the measure, and what results require action. Design the measure to graphically display performance over time (trend). If you include a measurement, you must cite RCS: MTC-XP(AR)9302 for measurement reporting (AFI 37-124, The Information Collection and Reports Management Program, Para 2.2). These reports are designated emergency status code C3, continue reporting during emergency conditions, delayed precedence (AFI 137-124, Para 2.6).

2.6. Attachment One (Measurement). This attachment further defines how policy implementation is measured and gives an example of how data is captured, analyzed/processed, and presented.

2.7. Attachment Two (Policy Deployment/Employment Plan). The policy OPR, usually a headquarters functional head or business area COO, recommends if the policy requires a deployment/employ-

ment plan to ensure command-wide implementation. A policy deployment/employment plan is no more than two pages in length. It may include the methodology to communicate the policy to the target audience and to reinforce the policy message on a recurring basis, for example, videotape, message, announcement, VTCN, slides and script, an Internet web site, etc. It may also describe feedback mechanisms used to ensure the right audiences receive and implement the policy. Attachment 2 suggests topics that might be included in a deployment/employment plan.

2.8. Attachment Three (Terms and Acronyms). Attachment 3 defines terms and acronyms, and is needed when the quantity of terms and acronyms is too large to define in the body of the policy.

3. Preparation.

3.1. Preparation Time Line. In order to implement commander's policy quickly, Commander's Policy Directives are assigned, developed, and signed within 60 calendar days. The clock starts when the Commander or senior leader directs development of a Commander's Policy Directive. The clock stops when the policy is sent to the command section for signature. The following milestones are recommended for allocating the 60-day target:

DAY	ACTION
1-21	Write initial draft (OPR)
22-23	Initial edit (HQ AFMC/SCD)
24-44	Senior leadership review and comment resolution (coordination, discussion, etc.)
45-55	Prepare final draft (OPR)
56-57	Coordinate AF FORM 673 (OPR)
58-59	Final edit (HQ AFMC/SCD)
60	Send to command section for approval and signature (OPR through XP)

3.2. Requirement. The Commander determines the requirement for a Commander's Policy Directive. HQ AFMC 2-letter offices, business area COOs, and center commanders may identify requirements for Commander's Policy Directives to the Commander.

3.3. Assignment. HQ AFMC designates policy OPR based on policy subject content.

3.4. Style. Write Commander's Policy Directives clearly and concisely. Avoid using functional jargon understood by only a few readers; instead use familiar, simple words and phrases understandable throughout the command. Keep sentences short, especially tasking sentences. When possible, use the active voice. Since they are directives, orient commander's policies around "will" instead of "should."

3.5. Initial Draft. The OPR, in coordination with any appropriate stakeholders (command-wide), prepares the first draft of the proposed policy. The OPR resolves stakeholder comments. In rare cases, the OPR may need to elevate an issue to the director-level, business area COO, or to the Commander.

3.6. Initial Edit. Submit the policy on paper and diskette (Word 97) to HQ AFMC/SCD.

3.7. Senior Leadership Review and Comment Resolution. The OPR leads a review of the proposed policy with the appropriate senior leadership. Comments may require resolution at the business area, Executive Team, or Commander's Conference level. If comments warrant, provide the Commander a background paper and an information copy of the policy for decision.

3.8. Prepare Final Draft. The OPR incorporates any changes made during senior leadership review, including any command section comments.

3.9. Coordination. The OPR uses an AF FORM 673 for final coordination. Major stakeholders (if any) coordinate in section II, the OPR (three letter) signs block 17 as certifying authority, and the OPR directorate, business area COO, or staff office, (two letter) signs block 20 as approving authority.

3.10. Final Edit and Format. The OPR submits the coordinated and signed AF FORM 673 along with a paper copy and diskette copy (Word 97) of the policy to HQ AFMC/SCD.

3.11. Approval and Signature. The OPR sends the policy through HQ AFMC/XP to the command section for approval and signature. The package includes the policy for the Commander's signature, the signed AF FORM 673, and if necessary a summary of the changes made as a result of command leadership review. The conveying Staff Summary Sheet summarizes the action directed by the proposed policy.

4. Distribution. HQ AFMC/SCD electronically posts AFMC Commander's Policy Directives to the AFMC Publishing Distribution Library.

4.1. The OPR submits the signed original Commander's Policy Directive, a copy of the policy on diskette (Word 97), and the signed original AF FORM 673 to HQ AFMC/SCD.

4.2. Commander's Policy Directives are posted on the AFMC World Wide Web (WWW) site at http://www.afmc.wpafb.af.mil/pdl/afmc/500afmc.htm.

5. Changes. The Commander, a HQ AFMC 2-letter office, business area COO, or a center commander may recommend a change to a commander's policy to the policy OPR.

5.1. The OPR revises a Commander's Policy Directive by sending paper and diskette copies of the revised policy to HQ AFMC/SCD who arranges electronic distribution. The 88 CG/SCCIAP announces the change in the AFMC Publications Bulletin. As required, the OPR announces the change to target audiences by letter, e-mail, etc. The OPR decides the level of coordination or approval required, based on the substance of the change. As a minimum, coordinate with major stakeholders. Significant changes may require reissue of the policy using the steps for developing new policy.

5.2. Commander's policy OPRs must annually review their Commander's Policy Directives for relevancy and currency.

5.3. At change of command, HQ AFMC/XP leads the process to review and reissue Commander's Policy Directives, as directed by the new Commander. The process includes the policy OPR (two letter) recommending each policy's continuing relevancy, determining requirement for rewrite, staff review, and recommending the Commander's approval and signature.

6. Policy Rescission. When the Commander rescinds a commander's policy or instruction, the OPR prepares and sends an AF FORM 1382, Request for Review of Publication and/or Forms, to HQ AFMC/SCD (for commander's policy) or to 88CG/SCCIAP (for instruction) requesting rescission (check block 9. F). The form is coordinated as appropriate and signed by the OPR's two-letter.

Responsibility.

6.1. Directorate of Plans and Programs. HQ AFMC/XP is responsible for managing the Commander's Policy Directive program (AFMCPD 500-series) and the implementing AFMC Instruction (AFMCI 500-101). HQ AFMC/XP oversees the timely development, integration, and dissemination of new Commander's Policy Directives.

6.2. Policy OPR. The policy OPR writes the policy, interfaces with HQ AFMC/SCD, leads stakeholder review, ensures review by the appropriate senior leadership, resolves issues, determines potential AFMC/IG involvement for compliance verification, completes the AF FORM 673, submits the proposed policy to the Commander, reviews the policy before distribution, annually reviews the policy for currency and relevancy, and recommends rescinding the policy when it is no longer needed.

6.3. Stakeholders. The stakeholders (policy implementers) participate in the policy development and implementation process. They review and comment on a proposed policy, resolve issues, and as required report on policy deployment and employment.

6.4. Senior Leaders. HQ AFMC 2-letter offices, business area COOs, and center commanders identify requirements for commander's policy to the Commander, participate in resolving policy issues, and are responsible for policy deployment and employment.

6.5. Directorate of Communications and Information. HQ AFMC/SC provides guidance on policy format, edits proposed Commander's Policy Directives, electronically updates the AFMC Publishing Distribution Library, and maintains the official publication record file.

6.6. 88 CG/SCCIAP. SCCIAP announces new, revised and rescinded Commander's Policy Directives in the AFMC Publications Bulletin, and updates the AFMC Index 2, Numerical Index of AFMC Publications.

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Attachment 1
POLICY TYPES

POLICY TYPES

AIR FORCE DIRECTION

AF POLICY DIRECTIVES
"What" to do--functional processes
Most institutionalized
Functional signs
Measure required
Endures change of command

⇓

AF INSTRUCTIONS
"How" to do--implement
Functional signs
Endures change of command

(Commands may not write command policies to supplement Air Force Policy Directives. Commands may write command instructions to supplement Air Force Instructions.)

AFMC INSTRUCTIONS
"How" to do--supplement AFI
Functional/Business Area COO signs
Endures change of command

AFMC DIRECTION

AFMC POLICY DIRECTIVES
"What" to do--functional processes
Most institutionalized
Functional/Business Area COO signs
Measure if needed
Endures change of command

⇓

AFMC INSTRUCTIONS
"How" to do--implement
Functional/Business Area COO signs
Endures change of command

COMMANDER'S POLICY DIRECTION

COMMANDER'S POLICY DIRECTIVE
"What" to do--over-arching processes
AFMC/CC signs
Measure if needed
Sunset clause (change-in-command)
Deployment/employment plan if needed

⇓

AFMC INSTRUCTIONS (if needed)
"How" to do--implement
AFMC/CC or AFMC/CV signs
Sunset clause (change in command)

Attachment 2
DEPLOYMENT PLAN

AFMC COMMANDER'S POLICY DIRECTIVES

DEPLOYMENT/EMPLOYMENT PLAN

SAMPLE FORMAT (For use as applicable)

Policy Title/Number:

HQ AFMC POC: Office symbol, address, DSN, and fax DSN of the HQ AFMC POC.

Policy Purpose. Summarize the actions driven by the proposed policy.

Target Audience. Identify the target organizations or functions.

Dissemination. Describe the plan to distribute the policy to the target audience, in addition to normal posting of the policy on the AFMC World Wide Web site.

Milestone Chart and/or Annual Cycle Chart. Provide milestones for policy implementation.

Implementation Guidance. Provide any additional guidance needed to assist the target audience to implement the policy.

Feedback. Feedback required to ensure the target audience received the policy, is employing the policy, and the policy is driving the right behavior.

Follow-up. State the plan to reinforce policy deployment/employment.

Policy Update. Describe what actions are taken and who takes the action when the policy does not drive the desired actions.

Completion Criteria. Describe the circumstances that will drive a recommendation to rescind the policy, such as institutionalization of the desired behavioral changes.